MULTIMEDIA UNIVERSITY

STUDENT IDENTIFICATION NO

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MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 1, 2019/ 2020

BPM3814 PROJECT MANAGEMENT

(Distance Education)

19th OCTOBER 2019
9.00 a.m to 11.00 a.m
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This Question paper consists of 3 pages, excluding the cover page.
2. Answer **ALL** questions. All questions carry equal marks.
3. Answers should be written in the Answer Booklet provided.

Answer ALL questions. All questions carry equal marks.

(5 x 20 = 100 marks)

Question 1

a. In the literature we found many examples of projects that successfully fulfil the "iron triangle" criteria, but turned to be an unsuccessful business experience. On the other hand, there are projects that haven't meet the time, cost and quality constraints, but later became successful. Pinto & Slevin, after analyzing a sample of more than 650 project managers' opinions, concluded that achieving project success is undoubtedly more difficult and far more complex than simply meet the "iron triangle" criteria. Extending the project performance perspective, several authors state that even a project incorrectly managed can achieve success and, conversely, cannot achieve the expected results, despite being well managed.

When do you call a project success? What are the factors that help the project to succeed?

(10 marks)

b. Project life cycle is an approach that links the phases, which can lead to significant results required for completing a project. As the owner has the most authority in enforcing the implementation of constructability, the owners' awareness of the benefit of the project life cycle is the most important. Project owners must be aware that the decisions that are made in the stages of projects are difficult and costly to change once construction begins.

What can be the approach the project owners may follow along the project life cycle to organise the project? Justify your explanation.

(10 marks)

Question 2

a. Throughout the United Arab Emirates (UAE), du Telecom provides mobile and fixed telephony, broadband connectivity and IPTV (Internet Protocol Television) services to people, homes, and businesses. In 2013, du signed a Memorandum of Understanding (MoU) with Huawei Technologies Co. Ltd., a Chinese multinational networking and telecommunications equipment and services company. With this understanding, du and Huawei are working together to better define the best practices in portfolio and project management concepts, processes and techniques for their industry, including knowledge transfer and research. Du and Huawei are operating what they term a "distributed PMO" in two countries. This requires that both understand how a PMO functions in that type of environment. The two companies decided to work together to exchange best practice industry methodologies, concepts, tools and techniques, while also better defining best practice portfolio management concepts, processes, and techniques.

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What are the PMO functions? Explain **any four** (4) PMO functions

(10 marks)

b. Spanish business unit of an American multinational company supplies automotive components. The company employs approximately 60,000 people in 185 facilities located in 26 countries. It is worth to mention that the company supplies to the most important vehicle constructors, developing and producing active and passive safety systems.
The organization business process to introduce new products is based on the GIP process (Guide for the Introduction of Products). GIP is a global guide for all the product lines and the purpose is to develop the new product and the related manufacturing process at the same time. This guide considers eight phases (the two first ones are managed by Sales department and the next six are managed by Project Management department). The aim of these eight phases is not only to achieve the customer requirements but to fulfil the company objectives. Risk management is being identified as a key in the GIP process due to the fact that the risks can affect to different project areas such as the product, the process, the commercial objectives, the logistics flow, etc. For this reason, risk management process affects to the whole project development.

What are the different phases risk management process? What are the actions taken in each of the process?

(10 marks)

Question 3

a. Imposing a new congestion charge system in a major city would be controversial and have a widespread effect across many stakeholders. Therefore the project managers of the congestion charge plan realised from the outset that gaining the necessary levels of support from the various stakeholder groups would be more challenging than implementing the scheme itself. Due to the diverse nature of the stakeholders the criteria for the introduction of the system would have to be tailored to the reasonable needs of each group in order to retain their support for the new system.

Who is a stakeholder? How is he responsible for project success?

(10 marks)

b. A major engineering project requires planning for: the activities that need to be completed, the sequencing of these activities and the timings of each of the activities in the network. The following are the major activities that are planned for this project. The company wanted to know the project duration and the critical activities. Calculate the project duration and identify the critical path and critical activities. Draw the network diagram and mark the critical path in it.

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Task	Description	Activity timings (months) a	m	b	Preceding activities
A	Budget approval	3	4	5	-
B	Estimate preparation	2	3	4	A
C	Project team formation	5	6	7	A
D	Contractor selection	4	4	4	A
E	Land acquisition	3	6	9	B, C
F	Electrification	4	8	12	C, D
G	Project closure	6	7	8	E, F

(10 marks)

Question 4

a. Why do project managers need project scope management?

(10 marks)

b. *Tata Steel UK* recognised that their application of project controls was not at the level they needed to successfully deliver their capital programme to cost and tome. This lead to look to the project controls market to seek a partner to help them move to a fit-for-purpose state where industry best practice could be implemented within their company.
As project manager, outline the project control steps that the company has to undertake to measure and evaluate project performance in a better way.

(10 marks)

Question 5

a. Resource scheduling refers to the set of actions and methodology used by organizations to efficiently assign the resources they have to jobs, tasks or projects they need to complete, and schedule start and end dates for each task or project based on resource availability. How does Planning and Resource Scheduling affect Project Management?

(10 marks)

b. In retrospect, the project management team learned that, in spite of the size of the organization in question, which is governed by bureaucracy, the project team achieved a quick turn-around time from decisions to implementation. The lesson learned from this is to prevent delays with decision-making by global stakeholders, the project plan included a schedule indicating the decision makers' levels of responsibility in the chain of command which proved to be an invaluable time-saving measure. What is retrospect in project management? How does it contribute to the formal method for evaluating project performance?

(10 marks)

END OF PAPER